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2. OCR Annual Reports 1958-67. Job: 68-487/4

3. Reference Branch, ORE, 9 April 47. C. File: Tables of Organization 47-51 Job: 58-98/6

4. Memo, 25X1A9a to AC, Reference Branch, 30 June 47, sub: Establishment of the Reference Branch Library. C. File: Library 1947-48 Job: 58-98/1

5. Memo, 25X1A9a to AC, Reference Center, ORE, 14 Aug 47, sub: Handling of Cables. C. File: Library 1947-48 Job: 58-98/1

6. Administrative Instruction No. 40-15, 31 Dec 47, sub: Accountability Procurement and Library Service for Unclassified Foreign and Domestic Bound Books and Periodical Subscriptions. U. File: Library 1947-48 Job: 58-98/1

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10. Memo, AC, Reference Center Library and Chief, Central Index to Chief, Reference Center, A & M, 7 May 48, sub: Proposed Procedures for Consolidation of Central Records with Reference Center. C. File: Library Daily Reading File Jan-June 48 Job: 68-116/2

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12. Memo, Ex for A & M to AD/CD, 3 Sept 48, sub: Tentative Tables of Organization for OCD. C. File: Tables of Organization 1947-51 Job: 58-98/6

13. Memo, CIA Librarian to the Library Staff, 28 Nov 59, sub: Administrative Reorganization of the Library. S. File: Library Daily Reading File July-Dec 49 Job: 68-116/2

14. Memo, C, Records Management Branch to C, Library Division, 22 Mar 50, sub: Redesignation of Top Secret Control Officer and CIA Custodian of Registered Documents. C. File: Library Daily Reading File 1950 Job: 68-116/2

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No Foreign Dissem

CENTRAL
REFERENCE SERVICE

GROUP 1
Excluded from automatic
downgrading and
declassification

SECRET

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tablishment of ███████ Control Office in CIA. S. File: Policy 1950
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1949-51 Job: 58-98/1

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Job: 58-98/5

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GROUP 1
Excluded from automatic
downgrading and
declassification

CENTRAL
REFERENCE SERVICE
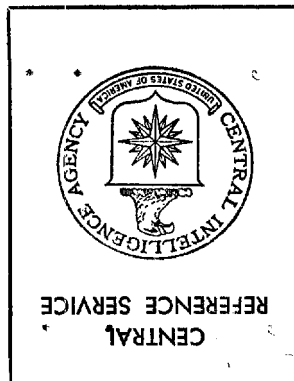
31. Ltr., CIA Librarian to Director, Processing Dept., LC, 3 Nov 59, sub: Transfer of Selected Materials to LC. U. File: Library Daily Reading File 1959 Job: 68-116/2

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33. Memo, AD/CR to DD/I, 5 Oct 55, sub: Summary of Relationship between LC and CIA. C. File: Chrono 1954-55 Job: 60-548/1

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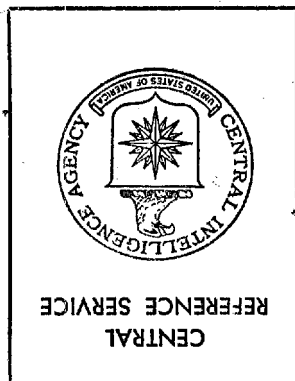
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47. Memo, CIA Librarian to CIA Library Branch and Section Chief, 23 Mar 55, sub: Reorganizayion. S. File: Library 1955. Job 60-139/1

48. Inspector General Survey of Office of Central Reference 1956 . S. File: CRS Historical File

49. Memo, Deputy CIA Librarian to AD/CR, 14 Aug 56, sub: Treaty Resources, CIA Library. Internal Use Only File: Library 1955-57 Job: 60-139/1

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25X1A9a

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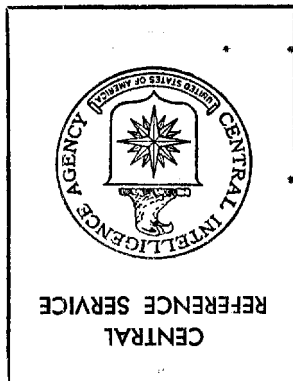
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63. CRAG 15/1-59, 24 Dec 59, sub: Publisations of Titles Cataloged by the CIA Library. For Official Use Only. File: CRAG 58-59 Job: 66-496/1

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71. Memo, CIA Librarian to DD/I, 17 Oct 61, sub: Inter-Library Loan Relations with the Pan American Union Livrary. C. File: Library 1961 Job: 64-344/4

72. Memo, Chief Reference Librarian to Acting CIA Librarian, 1 Sept 67, sub: Project COLEX. C. File: Org & Management Library 67 Job: 69-592/1

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74. Library Monthly Report for November 1964, 10 Dec 64. S. File: Library Monthly Reports FY 65 Job: 71-18/1

75. CRAG Notice 3/64, 11 May 64, sub: Scientific and Technical Informat: tion Service. C. File: CRAG 1962-64 Job: 66-496/1

76. Memo, Acting CIA Librarian to D/CR, 28 Sept 67, sub: Disposition of Scientific and Technical Information Service (SATIS) in CIA Library. S. File: Org & Management Library 1967 Job: 69-592/1

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78. OCR Instruction CR-1-3, 19 Oct 65, sub: Intellofax Reference Service. C. File: Chrono July-Dec 65   Job: 71-21

79. Memo, Acting CIA Librarian to D/CR, 21 July 65, sub: CIA Library Cost Reduction Goals. S. File: Org. & Management Library 1965   Job: 67-515/2

80. Memo, CIA Librarian to D/CR, 24 Mar 66, sub: OCR's Five Year Plan. Internal Use Only. File: Org. and Management Library 1966. Job: 68-487/2

81. OCR Instruxtion CR 1-6, 7 July 67, sub: Reorganization of OCR. S. File: Chrono July-Dec 67   Job: 69-592
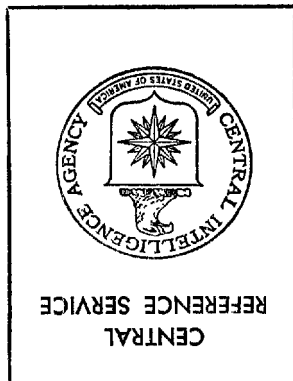
CIA LIBRARY

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3. Off the Ground—1948-51

4. CIA Librqry and the Library of Congress

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    e. Servicing

        (1) Library's Servicing of Intellofax

    f. The Future of the Library

1. Introduction

This chapter will discuss those aspects of the CIA Library that are not specifically concerned with the Intellofax System or the Acquisitions-Procurement function. Separate chapters appear on these two important activities, which were an integral part of the Library organization for many years. This chapter does, however, cover the Consultants' Survey of the Library (1957) and the Task Team Reports (1958), because, although the Intellofax System was a major topic of discussion, the reports dealt with the Library as a whole and had an important impact upon [the Library]. This history is arranged in a year-by-year chronological sequence, except when it seemed more logical to discuss the entire historical development of an activity, such as Branch Libraries and the CIA Library's relations with the Library of Congress.

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* Statistical information on Library services, including information on requests serviced, books cataloged, documents indexed, source cards filed, and bibliographies prepared appear in OCD/OCR Statistical Tables (1947-57) 1/ and OCR Annual Reports (1958-67). 2/

Organizationally, it was planned with two divisions: Bibliographic, including Classification and Cataloging; and Accession, Reference, and Circulation.

2. Early Organization of the Library--1947

On 1 January 1947 the CIA Library, with three sub-professional people on duty, was organized as the Intelligence Documents Division (IDD) of the Reference Branch (in July renamed the "Reference Center") of the Office of Reports and Estimates (ORE). It was assigned an initial T/O of 47.* The first professional person actually to report for duty was ▮▮▮ transferred from the Air Force Intelligence Library on 2 February. She holds the distinction of having remained on the reference staff of the Library [ever since--She will] until her retirement in the summer of 1973. ▮▮▮ task was to set up interlibrary loan arrangements with the Library of Congress (LC) and with other government libraries.

In June the Library received its first Chief Librarian ▮▮▮ (later CIA Librarian) ▮▮▮ (CIL) Central Intelligence Group, from the Office of Naval Intelligence (ONI) Library had transferred to the in December and had been assigned as Chief Librarian in the Foreign Documents Division (FDD) of the Office of Operations (OO). When he joined the ORE Reference Branch he was given complete authority for the Library's planning, staffing, organization, and management. The Library was charged with total repository responsibility for the Agency of basic intelligence reference material. Under ▮▮▮ direction, the new Library began to assemble equipment and books, many surplus from other libraries. The core of the reference collection was based on fundamental standard reference works supplemented

* Information on the Library T/O in 1947 ranges from 43 to 54; 47 seems to be the figure most frequently quoted. ▮OCR/CCH Yearly Statistical Tables 1947-58 Job 59-875/1▮ 3/Reference Branch, ORE, 9 April 1947 C. (File: Tables of Organization 47-51 Job: 58-98/6)

by the specific requests of the ORE Branches. By 15 June the

documentary floodgates opened, and the Library became heir

to approximately 50,000 unsorted intelligence documents, which

had been stored in the Message Center of ORE awaiting establishment

of the IDD. Arrangements were made with

so

the the Agency's dissemination office, that the Reference Center

Library would receive at least one copy of every current incoming

intelligence document. Their receipt was recorded in a visible

serial file and arranged by source. During these formative months

the Library received authorization for centralization of purchase

orders for books and periodicals to avoid duplicative ordering by

offices in the Agency.

25X1A9a (███████ and his small staff)   In the latter
                                    Reference Center's
half of 1947 worked closely with the Central Index (later the

Machine Methods Division) of the Office of Collection and

Dissemination) in preparing a comprehensive subject classification

system for intelligence documents. These preliminary efforts toward

what was soon to be called the machine Intellofax System are

described in detail in the separate chapter on the Intellofax System.

Daily machine indexing of the ███ Daily Reports (issued by OO) was initiated

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jointly by the Library and the Central Index in August. (See also

Intellofax chapter.) Operating procedures for cataloging of books

was completed in July, and cataloging commenced in August.

25X1A9a

4/Memo, ████████ to AC, Reference Branch, 30 June 47, sub: Establishment
   of the Reference Branch Library. C. (in File Library 47-48 Job 58-98/1)
   /Administrative Instruction No. 40-15, 31 Dec 47, sub: Accountability
   Procurement and Library Service for Unclassified Foreign and Domestic Bound

5/Memo, J. Becker to AC/Reference Center, ORE, 14 Aug 47, sub: Handling
   of Cables. C. (in Lr 47-48 Job 58-98/1)

Reference Center Special Authorization No. 5, dated 15 March 1948, authorized the Library, Reference Center to (1) collect unclassified materials and (2) to disseminate unclassified materials in accordance with accepted interlibrary loan procedures. (Memo, [REDACTED] AD/CD to Chief, Reference Center, 15 March 48, sub: Reference Center Special Authorization No. 5 . C. (in Library 1947-48   58-98/1)

25X1A9a

As early as December 1947 the Chief Reference Librarian ([REDACTED]) had raised the issue with the Acting Chief, Reference Center (in the Reference Center [REDACTED]) desirability of establishing a newspaper scanning and clipping service for the various branches in CIA. This service was started in March, the following year by using the facilities of the uncleared personnel pool.

3.

__Off the Ground—1948-51__

By the early part of 1948, the Library had put into effect working procedures for reference, interlibrary loan, circulation, preparation of bibliographies, book-selection, book cataloging and document indexing and filling.

After the 1 May merger of the Reference Center and the Office of Collection and Dissemination (OCD), the CIA Library absorbed the information and distribution duties of the former Central Records Division/Services Branch/Administration and Management (A&M) and the person[nel]. Prior to this, the Library had indexed and filed the documents but had not been responsible for their distribution. The organization breakdown of the Library was as follows: Field Survey Division ([REDACTED], 25X1A9a responsible for locating and surveying items of unusual intelligence significance in universities, libraries, and research institutions, both

[REDACTED] Reference Librarian to [REDACTED] 25X1A9a

Memo, 12 December 47, sub: Newspaper Clipping Service, U. (in Library Daily Reading File 1947   Job: 68-116/2)

Memo, AC, Reference Center Library and Chief, Central Index to Chief, Reference Center, A & M, 7 May 48, sub: Proposed Procedures for Consolidation of Central Records with Reference Center, C. (File: Library Daily Reading File Jan-June 48   Job 68-116/2)

in and out of the Washington area; Bibliographic Division 25X1A9a
25X1A9a , Chief), including the Analysis Section (25X1A9a
25X1A9a
, Chief)for indexing of documents and the Catalog Section
25X1A9a
(, Chief) for book ordering and cataloging; Reference
25X1A9a
Division (three chiefs within 1 year:
25X1A9a toward the end of the year)
) for answering information queries,
(and maintaining files of documents and
including Intellofax retrieval, ←∣ preparing bibliographies, ⟩ books.
25X1A9a
Information Distribution Division (, Chief) for

recording the bibliographic information for every incoming

intelligence document, for distributing documents, and for

locating documents through document control (assigning accession

25X1A9a
or control numbers to documents); Archives Division (
25X1A9a
, Chief) for the efficient management of active and inactive

a
records in the Agency, for maintaining central record over all

administrative records, and for directing the control of all
(TS)   *
Top Secret documents.
25X1A9a
reported that by December 1948 the major organiza-

tion of the Library was complete.

> With 75% of the authorized organization on
> hand   , , the Library devoted 32% of the staff's
> time to Library service, 10% to the processing of
> intelligence documents for the Library files, 23% for
> bibliographic processing, 25% for service distribution
> of intelligence documents, 6% for planning and procedures
> and the remaining 4% of the staff's time to administrative
> duties. //]

* The Top-Secret control function was activated for CIG on 4 April 1947.
/ /Memo, Chief, CIA Library to Administrative Officer, OCD, 31 Dec 48,
  sub: Brief Operational History, 1946-48. S. (File: Library Daily
  Reading File Jul-Dec 48 Job: 68-116/2)

Two Library publications made their appearance in 1948:
the Weekly Accessions List (of books received) and the
Library Bulletin (see chapter on Intellofax for an
explanation of the locator system for filing documents.)

The workload in the Library increased as the young
Agency grew; fortunately, a T/0 of 100 for the Library
had already been approved for FY 1949. [19/] There were 27% more
intelligence documents received, recorded, and distributed in
1949 than in the previous year and an increase of 277% in
the number of copies received. During 1948 the number of publications
ordered averaged 628; for 1949-1,376. The number of reference
searches rose from 1,161 to 1,500; the number of items circulated
from 2,196 to 3,355.

The gradual dissolution of Special Project No. 1 (uncleared
personnel "pool") in late 1948 and early 1949 increased the
Library workload in three important aspects: newspaper clipping
service (clippings from 24 newspapers and 21 magazines were
supplied to six geographic branches of ORE based on reading
requirements); indexing of ▮ Daily Reports; and indexing
of unclassified documents into the Intellofax System.

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On 17 March 1949 the Agency's Assistant Directors (AD's)
established the Document Procurement Committee to advise the

19/ Memo, Ex for A&M to AD/CD, 3 Sept 48, sub: Tentative Tables
     of Organization for OCD. C. (File: Tables of Organization 47-51
     Job: 58-98/5)

6

CIA Library on matters pertaining to the procurement of foreign and domestic publications.*

The CIA Library reference book collection was converted in September 1949 from LC call numbers to the classification scheme used for documents—the Intelligence Subject Code (ISC), thus standardizing the Library's subject and area approach to its resources. (In 1948 6,912 books had been cataloged, and these were all converted to the ISC scheme.)

In 1959 after several survey; recommended the use of the

LC scheme ———→ for book cataloging, the decision was made to convert again—back to LC; cataloging

In November 1949 the Library was reorganized into the ** following six branches: Analysis (under ▓▓▓▓ 25X1A9a), Cataloging (under ▓▓▓▓ 25X1A9a), Central Records (under ▓▓▓▓ 25X1A9a , who supervised this activity until her retirement in 1958), Field Survey (under ▓▓▓▓ 25X1A9a , who also acted as Assistant Chief, CIA Library), Records Management (under ▓▓▓▓ 25X1A9a , and Reference (under ▓▓▓▓ 25X1A9a until 1954). The Analysis Branch performed the input to the Intellofax System. The Cataloging Branch had three sections: Cataloging, Order (procurement of books and periodicals), and Publications Review (clipping service). The Central Records Branch was responsible for distribution of documents, including TS, and maintenance of TS files. The

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* See chapter on Acquisitions-Procurement for futher discussion.
** By General Order No. 28, 21 September 1949, a vertical departmental organizational structure was adopted in CIA. The Library, therefore, became a Division and all breakdowns thereof became Branches.
12/ Memo, CIA Librarian to Library Staff, 28 Nov 49, sub: Administrative Reorganization of the Library. S. (File: Library Daily Reading File July-Dec 49 Job: 68-116/2)

Field Survey Branch was responsible for locating resources of intelligence interest. Records Management (formerly Archives) was charged with developing and implementing an active CIA Records Management Program. Reference Branch included three sections: Circulation, Information (under ███████ [25X1A9a] until her retirement in June 1972) and Files (of documents).

With the issuance of CIA Notice 30-50, dated 26 July 1950, the Library accelerated the Records Management Program for the Agency. 149,363 items from 1948 and 1949 were microfilmed; this resulted in the processing of 351,698 frames for archival purposes.

In April 1950 the DCI appointed ███████ [25X1A9a] to replace ███████ [25X1A9a] as CIA Top Secret Control Officer (TSCO) and as CIA Custodian of Registered Documents. [14] He was also appointed CIA Control Officer for certain codeword collections of documents. [15] In October 1950 he called a meeting of the Area TSCO's. [16] (Areas were intra-Agency office designations for TS control purposes.) The conference, the first of a series, was designed to improve the overall control system as much as possible and to develop uniform understanding of procedures among the Areas. As a follow-up, ███████ [25X1A9a] issued, in August 1951, a *Guide for Area*

[14]/Memo, C/Records Management Branch to C/Library Division, 22 Mar 50, sub: Redesignation of Top Secret Control Officer and CIA Custodian of Registered Documents. C. (File: Library Daily Reading File 1950 Job: 68-116/2)
[15]/Memo, AD/CD to Chief of Staff, US Army, 6 Apr 50, sub: Establishment of ███████ Control Office in CIA. S. (File: Policy 1950 Job: 58-98/7)
[16]/ Memo, CIA Top Secret Control Officer, 10 Oct 50, sub: Conference of Area TS Control Officers. C. (File: Library Daily Reading File 1950 Job 68-116/2)

25X1A2g

<u>Top Secret Control Officers</u> to provide all TSCO's with

a uniform functional understanding of the TS network or

system.

In 1951 the Library was relieved of two responsibilities

that had been time-consuming. On 28 February, James

Andrews, ~~Assistant Director for OCD~~ *HeADICD,* established a centralized 14/

Cable Center Branch in the Liaison Division (LD). This consolidated

the reading or dissemination and the reference functions of

servicing cables in one Branch. Four months later,

the Administrative Services Office assumed operation of the

Vital Materials Program, which had been under [_____] 25X1A9a

jurisdiction as the first Vital Documents Officer since

March 1949. 15/

14/ Memo, AD/CD to all AD's, 5 Mar 51, sub: Centralized CIA Cable
Branch, establishment of, and Procedures. C. (File: Liaison
Division 1948-51. Job: 58-98/3)
15/ Memo, C/Administrative Service to AD/CD, 17 July 51, sub: Vital
Materials Program. C. (in File: Library 1949-51 Job 58098/1)

LI-9

Entire folder on Support to Library of Congress 1957-67 Job 67-515/1

4 CIA and the Library of Congress

Over the years, OCD (CCR) maintained close working relationships with and provided a variety of support to LC. This discussion will cover the entire period from 1948 until financial support terminated in 1967. It appears in this chapter because the CIA Librarian in 1948 became the first official liaison officer from CIA to the LC, a relationship that every CIA Librarian has continued.

a. Support to Slavic Catalogs and Accessions Lists

The Monthly List of Russian Accessions (the title was changed in 1958 to Monthly Index of Russian Accessions [MIRA] as a more explanatory title and will henceforth be so designated) was first published by the LC in 1948 as a comprehensive record of post-World War II Soviet publications in all fields of knowledge received by the LC and some 200 other major US libraries. In April 1949 the AD/CD negotiated an agreement with the LC for incorporating into the MIRA certain unclassified translated bibliographic information formerly published by OCD/FDD.

In December the Acting Librarian of Congress informed CIA that the LC would be unable to continue the printing and dissemination of the MIRA because of shortage of funds during the last quarter of FY 50. Convinced of the unique value of the MIRA, the AD/CD recommended and the Projects Review Committee (PRC) approved an expenditure of $1,000 to the LC. (LC had asked for $4,000.) In 1952 CIA took over the total financial support of MIRA because of the importance to intelligence

Memo, AD/CD to AD's in CIA, 15 Sept 48, sub: Designation of Liaison Officer from CIA to LC. U. (in Library Daily Reading File July-Dec 48 Job 68-116/2)

Memo, AD/CD to Chairman, Projects Review Committee, 7 Dec 49, sub: (in Library Daily Reading File July-Dec 49 Job 68-116/2)

proposals to CIA: (1) improvment of the MIRA (including translating

Russian titles into English and providing detailed cross-referencing);

and (2) a project for the development of a subject arrangement to

the Slavic Union Catalog, an author catalog which LC had started in

1942 for Cyrillic alphabet material acquired in the United States

since 1917.

The ADs of ORR and OSI concurred in the AD/CD's request to

the Chairman, PRC to support LC facilities for reference to Slavic

publications. Dr. Andrews in referring to the Slavic Union Catalog,

stated: [23]

> The intelligence family does not now possess a central
> facility for obtaining adequate bibliographic control
> of the books, monographs and periodicals which are
> received from the Soviet Union. As a result of its
> work, the Library of Congress has assembled a Slavic
> Union Catalog to which researchers the country over can
> be referred including Soviet publications cataloged
> by other cooperating American libraries. For budgetary
> reasons, the Library of Congress has been restricted in
> developing this catalog and the only approach to the
> material is now by author.

LC cost estimates, as approved by the Director of Central

Intelligence (DCI) on 23 November 1951, were ███████ in support

25X1A1a

of the MIRA for the initial year of sponsored operation and ███████

25X1A1a

the entire cost for adapting the Slavic Union Catalog to a subject approach.

In a letter of 8 August 1952, the Librarian of Congress raised the estimate

22/ Ltr, AD/CD to Librarian of Congress, 23 Nov 51. C. (in Library 1949-51
    Job 58-98/1)

23/ Memo, AD/CD to Chairman, Projects Review Committee, 16 Oct 51
    sub: CIA Support for Improvements in Library of Congress Facilities for
    Reference to Slavic Publications S. (in Chron File 1951 Job 58-98/6)

25X1A1a 24/

for the two projects to ████████. The DCI authorized the

25/
increased expenditure in October 1952.

*
Beginning with the March 1952 issue, and as a product

of the CIA-sponsored project, the MIRA was expanded from two

to four parts, and with the increased FY 1953 budget, the IC added

a subject index of monographs.

Under the agreement to convert the Slavic Union Catalog from

author to subject approach. the CIA Library received increments

of the subject catalog, which was henceforth known as the
**
Cyrillic Subject Union Catalog (CSUC). (All branches of the

Library assisted in trying to alleviate the filing backlog

created by the arrival of these cards.) In 1956 the CIA Librarian

as Project Officer with the IC terminated the CSUC project. In listing

his reasons, he stated that he believed it was more important to announc

the availability of publications (in the MIRA) than to build up a

fully cataloged set of cards. Termination of the CSUC permitted

the IC to transfer nine positions to the MIRA staff, which needed

25/
relief because of an increase in receipts ### of USSR publications.

In 1959 CIA, through OCR, began support to a companion
to the MIRA,
publication, the East European Accessions Index (EEAI), published by

25X1A1a the IC since 1952. Costs for the EEAI were ████████ in FY 1959, rising
Science Foundation (NSF).
25X1A1a to $████████ for FY 1961. $51,000 was received from the National

26/
* A copy of a 1952 MIRA is on file in CRS Historical Files.
(CIA Library 1952 (Job 58-98/1)
** These CSUC cards were augmented in 1954 by cards which the CIA
Library received from the Army G-2 Library, the Air Force ATIC
Library, the National Central Library in London, and the Armed
Forces Medical Library on Slavic materials in those libraries.
This companion catalog, known as the IAC Union Catalog in the
CIA Library, did not work successfully, however, because of variatio
in cataloging practices and the resultant incompatibility of cards
for filing purposes. The project ceased in 1956. 24/ (AHIP-M-23,
8 May 56 C. (in File: AHIP Information Processing 1955-56. 58-98/5)

27/ Memo, AD to DD/I, DD/I, CIA Comptroller, 15 Aug 52, Sub: Addi-
tional Support Requested by the Library of Congress for the
Monthly List of Russian Accessions and the Slavic Union Catalog

Funding by the Agency for the MIRA rose to a peak of almost

25X1A1a

by FY 1962, at which time CIA secured the financial participa-

25X1A1a

tion of NSF and the LC itself. CIA costs then stabilized at the ▮▮▮▮▮

25X1A1a

▮▮▮▮▮ level.

During a routine audit of the Office of Central Reference

(OCR—name changed from OCD in 1955) by representatives of the

General Accounting Office in 1961, the question of propriety of CIA/OCR

sponsorship of the two publications was raised. Paul Borel, AD/CR at

the time, called on the Central Advisory Group (CRAG) and —which he had established in 1957—

the members of the USIB Committee on Documentation (CODIB) to

survey the usefulness of the two publications. NSF and the LC hired

25X1A5a1

an outside consultant, ▮▮▮▮▮, to determine the character

and degree of use of the MIRA and the EEAI. 29/

In late 1961 CIA stopped its support of the EEAI and the LC

ceased its publication. As financial pressure continued to build

up on CIA in the ensuing 1960's, the priority importance of the

support to MIRA continued to drop. OCR felt that access to Russian

publishing had vastly improved compared with the early 1950's, and

intelligence users were no longer making substantial use of the MIRA.

OCR notified the Librarian of Congress on 5 October 1965 of its

decision to terminate CIA's funding of the MIRA in FY 1967. This

occurred after much correspondence between OCR and the LC and even

congressional questioning regarding CIA's termination of support to the

MIRA. 30/

29/A Study of the Use of the Monthly Index of Russian Accessions and the
East European Accessions Index by Saul Herner. March 1961. (in
File Library of Congress 1957-67 Job: 67-515/1)
30.File Library of Congress 1957-67 Job: 67-515/1)

13

b. <u>Other Relationships with the LC</u>

In the mid-1950's the CIA Library began to transfer regularly
to the LC those foreign publications that (a) had been utilized by research
components of CIA and were not scheduled to be retained in the CIA
Library, (b) were archival materials no longer required by CIA (for
example, the captured Japanese collection), or (c) were current publica-
tions received as a result of the CIA Library's worldwide selection
program but found to have little or no intelligence value. By 1959 an average
of 8,000 pieces, books and serials, had been sent to the LC every month. **31/**

An important but informal arrangement was worked out in December
1952--and has continued to the present date--between the CIA Library and
the LC whereby one person from the Circulation Branch of the Library to be de-
tailed to the LC on a full-time basis to handle searching and charging out of
all CIA requests, averaging 37 a day. **32/** Arrangements were also made
in the 1950's whereby professional personnel recruited for OCR were utilized
by the LC while awaiting full security clearance. These people worked at the LC
on projects that were of benefit to CIA. **33/**

The AD/CR made an offer on 23 November 1959 to the Librarian of
Congress to supply the LC with a copy of every catalog entry representing
original cataloging by the CIA Library. The LC accepted with the proviso
that these cards would not be filed in the LC's Union Catalog because CIA
did not want to get into the lending pattern for open publications. Arrangements
were made to transfer the Library's retrospective collection of Russian newspaper
to the LC. By 1964 the CIA Library had freed approximately 3000 linear feet of
shelving, which provided badly needed space for other serial material.

31/ Ltr, CIA Librarian to Director, Processing Dept., LC, 3 Nov 59, sub:
Transfer of Selected Materials to LC. U. (in File Library Daily Reading
File 1959 Job 68-116/2)

32/ Memo, CIA Librarian to AD/CD, 9 Dec 52, sub: Inter-Library Loan Service
from LC. U. (in Library 1952. Job 58-98/1)

33/ Memo, AD.CR to DD/I, 5 Oct 55, sub: Summary of Relationship between LC
and CIA. C. (Chrono 1954-55 Job 60-548/1)

As the Agency grew larger and personnel *were* ~~was~~ housed in widely

scattered buildings, a need arose to establish branch libraries

that would be administratively responsible to the CIA Library

but would specialize in satisfying the reference needs of a

particular group or component.

The first such Library to be established was at the request

of Matthew Baird, the Director of Training. ~~Branch # 2 was~~ *It* 34/ opened in

Alcott Hall in May 1951 to support the uncleared personnel going through

the recruitment process. *It was known as Branch # 2.* Plans for a branch library specifically tailored to the needs of

the covert offices *had a* began *ier* earl~~y~~ in 1951 at the request of th~~o~~se offices. 35/

(However,) it was not until 11 February 1952 that Branch # 1 was officially

opened in K Building *with two position added to the Library's T/O.* ~~to serve the Agency components in the adjacent~~

~~buildings of I, J and L.~~ 36/

In September 1952 the Medical Office requested ~~assistance~~

in ~~from~~ the CIA Librarian ~~in cataloging, servicing, etc. of library~~ obtaining a part-

time librarian to take care of processing the accumulation of medical documents.

A detail of 6 ~~six~~ months was arranged. At the end of this period, the Medical

Office initiated action to augment the CIA Library T/O by one GS-9 librarian,

and Branch # 3 opened in *Central Building in* November 1953. Library administration lasted until

July 1959, when the Medical Staff took over completely.

In May 1953 the foreign publications procurement function

was transferred from the State Department to the CIA Library. An agreement

36/ Memo, CIA Librarian to Deputy Chief, Medical Staff. 22 Sept 52, sub:
Temporary Assignment of Librarian to Medical Staff. C. (in Library Daily
Reading File 1952 Job 68-116/2)

35/ Memo, CIA Librarian to AD/CD, 16 Oct 51, sub: CIA Library Services, Project
IV. Branch Library Service to OPC. S. (in Library 1949-51 58-98/1)

34/ Memo, Matthew Baird to Advisor for Management, 13 April 1951, sub: Library
Facilities for Unclassified Training Group A. U. (in Library 1949-51 59-98/1)

was reached with FDD that Branch # 4 be established in

receipt and retention of foreign language publications in the

Agency. This branch operated until FDD's move in 1960

to H Street N.W.

When the Office of Scientific Intelligence

(OSI) moved from "M" Building to Barton Hall, in 1954 requested

that a branch library be established for its purposes.

Branch # 5 opened in September of that year.

As the Office of Training (OTR) programs evolved, the

training of uncleared personnel dropped out of the picture

and the role of OTR Library and Branch # 2 tended

to blend. Mr. Baird and the AD/CR agreed that these two

facilities should be consolidated into a single branch of the

CIA Library in R&S Building. 25X1A9a , Chief of the Circulation

Branch, became the take over from OTR effective November 1957

The farthest afield Branch Library was established in

25X1A6a in 1958, at the request of Brig. 25X1A9a 25X1A9a

Chief of the 25X1A6a Station. the need for

a station library, Mr. recommended the establishment of

a reference and information activity. 25X1A9a

from his staff became the station's first OCR librarian on 15

February 1958 and served for 3 years. The Library terminated its

support in 1964 because the activity no longer required professional

administration.

* Discussions with FDD regarding a Branch Library began as early as January 1952. The
CIA Library maintained that FDD had assumed certain Library functions for which it
had no charter. (Memo for the Record, CIA Librarian,
7 Feb 52, sub: Proposal to Establish CIA Library Branch in CO/FDD. S. in File:
Library Daily Reading File 1952. Job 68-116/2)

Memorandum of Agreement Between the Director of Training and the Assistant
Director, Central Reference. 28 October 1957. C. (in Library 1955-57   60-139/

The Office of Communications (CC) Library was transferred

to OCR with a T/O of two persons in 1 May 1959 to increase

managerial efficiency. This is the only branch library still under

CIA Library administration in 1973. The ~~Office of Training~~ OTR Language

and Area School, located in Arlington Towers, ~~did not~~ was not scheduled for a move to

the new Agency building ~~in the fall of 1960~~; therefore, a
in the fall of 1960

Branch Library was established for these ~~two~~ training activities.

It was phased out in 1966 because of ~~the~~ a cutback in area training.

In 1963 the Office of General Counsel (OGC) asked for assistance in providing

specialized
~~special~~ reference service and in building up a legal collection for

its lawyers. As a result, ~~the~~ another Branch Library was established;

its staff of one was administratively transferred to OGC in 1968

as the CIA Library faced T/O cuts. The last Branch Library to be

established was in the Office of Research and Development (ORD).

Opened in July 1966, it provided direct support to ORD, including the

use of a manual "profile of interest file" for calling new materials to

the attention of ORD subject specialization. ORD took over ~~the~~ its adminis-

tration in mid-1968.

The move to the new building in 1961 obviated the need for

Branch Libraries # 1, # 5, and the Training Library.

6. Much Ado About Something 1952

a. Reorganization

      OCD's move to the Riverside Stadium in April 1952 resulted

in the Librarian's Office being placed "in the loft" above the troops,

except for the Reference and Circulation Branches, which remained

in "M" Building. Immediately before the move, the Library had its second

reorganization. Based on a survey by **25X1A9a**   * entitled A Report on

the Files and Circulation Sections of the CIA Library, a new Circulation

Branch was created made up of the former Circulation and Files

Sections of the Reference Branch. Both the Analysis and the Circulation

Branches were organized on a document source basis (State, Defense, CIA,

and Miscellaneous) similar in pattern to that of the Liaison Division.

(Documents were also batched in envelopes according to main source of

origin.) The Processing Unit of the Document Branch, (successor to Central Records Branch), performing duties

in connection with preliminary cataloging (typing) of incoming documents,

was transferred to the Production Section, Analysis Branch. The project

for microfilming all intelligence documents was transferred from the Reference

Branch to the Document Branch, with nine positions added to the T/O

of the latter. A few months later this project was transferred to the

in MMD Machine Methods Division, where the technical aspects of microphotography

could be researched and tested. The Field Survey Branch of the Library

had been inactive for 2 years because of the other demands upon **25X1A9a**

the Deputy Librarian, who also headed the Branch. Its functions of de-

termining the location of domestic sources of potential intelligence

interest were taken over by the Special Resources Section established in

the Reference Branch.

          first
* Planner and editor of the Intelligence Publications Index (IPI).
  See chapter on Intellofax.

On 24 June [redacted] replaced [redacted] as Librarian

[redacted] became Executive in the AD's office), and on 7 July

[redacted], chief of the Book Branch, took over as Deputy Librarian.

The new Library team made a plea for additional personnel. In a memo

to the AD/CD they presented statistically the growth of Library

service: [39/]

	1948-49	1949-50	1950-51	1951-52
Reference Questions	6,817	8,250	12,594	17,000
Documents Supplied	34,084	41,015	60,794	90,400
Books Purchased	8,184	10,760	24,436	44,100
Subsscriptions Placed	2,576	4,256	3,891	6,000
Books Cataloged	4,164	4,476	4,920	7,400

b. **Clipping Service**

Late in 1952 the Chief of the Book Branch ([redacted] replace

[redacted]), at the request of the AD/CD, made a survey of the newspaper

and periodical clipping service. At that time 17,000 clippings were being

sent out each month based on 145 requirements from CIA customers in all

offices except Administration and Management. [40/] Due to the analysts'

cry of "inestimable value" and the threat of increasing publication

subscriptions, the service continued for another 3 years. The T/O,

however, was reduced from an approved T/O of seven in 1949 [41/] to five

in 1952. Service was finally terminated in 1956 because of budget

restrictions. [42/]

39/ Memo, CIA Librarian to AD/CD, 23 Dec 52, sub: Additional Personnel
Requirements in CIA Library. S/ (in CIA Library 1952. Job: 58-98/1)

40/ Memo, C, Book Branch to AD/CD, 15 Dec 52, sub: Survey of the Clipping
Service. C. (in CIA Library 1952. Job: 58-98/1)

41/ Memo, Executive, AD/CD, 11 March 1949, sub: Amendment of Table of
Organization for OCD. C. (in File: Table of Organization-History
Job: 58-98/6)

42/ Memo, AD/CR to all offices, 22 Aug 56, sub: Termination of CIA Library
Clipping Service. U. (in Library Daily Reading File 1956. Job: 68-116/2)

19

Selection. The important position of Selection Officer
was established in the Reference Branch in 1952. One of the
earliest mention of selection procedures occurs in a memo
from 25X1A9a ~~two~~ weeks after he reported for duty in March 1948. 4*/
25X1A9a
from
Six months later the Librarian approved a ~~September~~ proposal ~~of~~
that resulted in   being
~~for book selection, in which~~ five librarians ~~were~~ assigned to choose books for the
responsibility for screening book reviews in designated magazines. Library 4*/

Selection policy was the key to the CIA Library's shaping of its refer-
ence capabilities. Among the principal considerations were (a) knowing
what the major requirements of the Agency were likely to be by
studying the borrowing and purchase patterns of individual requesters,
requirements lists, and reference questions, and (b) reviewing trade
announcements, bibliographies, book reviews, and catalogs from all over the
world. The emphasis was usually on current material, with heavy reliance
on interlibrary loan for historical background items. Originally set up
for the purpose of selecting material for the book and periodical
collections, this function expanded over the years to include similar
responsibility for the document collection. Selection officers worked
closely with document disseminators and classifiers in determining
what, how, and where classified documents should be handled in the Library.
They also alerted production offices to new and forthcoming publications.

A Joint Liaison-Library Selection Committee was also established
in May 1952. It consisted of one officer from ID and three Library re-
presentatives from the Analysis, Book, and Reference Branches. The Committe
determined processing treatment for documents secured by

A "first" was the Library's publication in January 1953

of the Intelligence Publications Index (IPI), the index to

finished intelligence. Its history and development are discussed

in the chapter on the Intellofax System, as the two indexing systems

are closely related.

In May 1953 the Foreign Publications Branch of the
                                                    foreign
State Department was abolished, and the important publications
                                        a result of NSCID 16.
procurement function was transferred to CIA. On 9 May the

Foreign Branch (later called the Acquisitions Branch), with a T/O

of positions became part of the CIA Library, with ████ 25X1A9a

25X1A9a ████ as its chief. At that time the Library added to its

managerial staff a Deputy Librarian for Procurement ████, 25X1A9a

an ex-Army Major who had been G-2 Librarian. (He remained with

the Agency until 1955 when he transferred to NSA and the second

Deputy Librarian's slot was dropped.)

(The branch was established with a T/O of 16 supplemented by 13 additional positions from State in July).

As mentioned in the organizational setup of the Reference

Branch in 1948 (see page 2), retrieval for the Intellofax

System was not the administrative responsibility of the classifiers.

The reasoning behind this separation was that professional librarians

considered Intellofax queries no different from any other reference

question. In 1953 a policy was inaugurated whereby one senior

classifier was rotated from the Analysis Branch to Reference on a weekly

basis. The gains realized were evident in a wider understanding of re-
ference problems and a closer knowledge of the end product.

45/ Memo for the Record, 29 May 52, sub: Establishment of a Joint Selection
     Committee. C. (in Library Daily Reading File 1952 Job 68-116/2)
46/ Status Report on Foreign Branch, CIA Library, 7 Oct 53. C.
     (in CIA Library 1953. Job 58-98/1)
 * See Document Division history of 1965 for realignment of retrieval acitivitie
   into the Analysis Branch.

In May 1953 a Serials Unit was developed in the Circulation

Branch to resolve the many specialized problems concerning the

treatment of the serials collection. In cooperation with LD, arrangements

were completed giving the Circulation Branch direct access to Armed

Services Technical Information Agency (ASTIA) for the procurement of

reports originating from contractors for the ^{D}epartment of ^{D}efense (DoD).

25X1A9a

In ^{O}ctober 1954 ▆▆▆▆▆▆ resigned as Chief of

25X1A9a

the ^{R}eference Branch to accept a position with USIA, and ▆▆▆▆▆

25X1A9a

▆▆▆▆, editor of the IPI, transferred from the Book Branch to

become Reference Chief.

_ *a.* ^{R}eorganization Again ▆▆

of 250

In June 1955 the Library was again reorganized. At that time it had a T/O

--the highest it has ever had to date (1973). In the course of the re-

organization the Book Branch was abolished, and all procurement activities,

domestic and foreign,

were transferred to the Acquisitions Branch. The Top Secret Section

was removed from the Library entirely, and a new Classification

25X1A9a

Control Staff, under the OAD, was created to handle consolidation of the

document security control functions of the Agency TSCO and the Library's Docu-

ment Branch.

The Catalog ^{S}ection was moved to the Analysis Branch, which was

renamed Analysis and ^{C}atalog Branch. All subject indexing functions

of the Library were combined in this new Branch, which comprised three

sections: Reports, for indexing intelligence reports into Intellofax;

Book, for cataloging books; and ^{P}eriodicals, for indexing finished

intelligence and periodicals and for handling the clipping service.

* See Chapter on Acquisitions-Procurement
** See Chapter on Overall COR History, 1954-67

22

The Special Resources Section of the Reference Branch was abolished

as an administrative unit. During its 3 years of existence it had identified
                              non-CIA
and surveyed a variety of library collections and activities.

b. IG Survey

(IG)

The Inspector General surveyed OCR in 1956 and submitted a

report to the DCI on 25 April 1956. The Library received plus marks

for its accomplishments, which the survey described as "impressive."

The overall appraisal of the Library, its personnel, organization,

management, and operations was highly favorable. Certain minor

deficiencies were noted, namely: restricted data material was not
                                              were
indexed in the central reference system; there no written selection

criteria for selecting material for inclusion in the IPI; there seemed
                                                          (DDP's
                    library
to be duplication of the clipping service elsewhere in the Agency and

in the government (The IG questioned whether the Agency was getting a

maximum return from the service as conducted in the Library); a considerable

amount of time was lost in moving documents from place to place—dissemination,

coding, keypunching, microfilming, distribution—all in a variety of areas in
                        that
OCD (The IG recognized this problem common to all OCR operations was under

continuing study and changes were made as experience dictated); grade structure

in the Documents Branch was too low to provide adequate compensation for the

                                                                      service

          surveys
* For its publications see (page ___) for a list of Library publications.
  Inspector General Survey of Office of Central Reference 1956 (in CRS Historical File
  S.

performed; a serious space problem exists in the Circulation

Branch, which jeopardized efficiency and morale; the Circulation

Branch found it difficult to recover books and documents borrowed

from the Library.

The DD/I's(Amory) comments on certain of the Library deficiencies

~~recommendations for correcting the above deficiencies~~ were:

restricted data should not be merged into the central reference

system any more than special intelligence should be included

on an Intellofax tape because of the danger of compromise; because

the DCI had given his approval to continued production of

News Highlights by DD/P ~~and, therefore,~~ the IG's recommendation

concerning elimination of certain ~~(the clipping service was finally~~

~~about~~ duplication of clipping services was no longer valid in general

CCR grade structure was inequitable and the DD/S would be asked

to take the recommended action; the AD/CR would prepare

and publish an Agency notice defining employee's responsibilities

with respect to materials borrowed from the CIA Library.

~~But to~~ a flap ~~which~~ occurred at the time of the Suez
the summer of
Crisis in   1956 when reference librarians searched all

over the Washington government area for the Suez Canal Treaty of

1888, the Library took steps to strengthen its treaty collection.

~~The Library~~ undertook to establish microfilming schedules with LC

the latter's out-of-print treaty reference works.

41/Memo, AD/CR to all offices, 22 August 56 sub: Termination of
   CIA Library Clipping Service U. (in Library Daily Reading File
   1956 Job 68-116/2)

49/Memo, Deputy CIA Librarian to AD/CR, 14 Aug 56, sub: Treaty
   Resources, CIA Library. Internal Use Only (in Library 1955-57)
                  Job 60-139/1)

25X1A9a [REDACTED] the Librarian, and [REDACTED], Chief, Acquisitions

Branch, left on a round-the-world trip in August 1956. While they

were away, yet another reorganization--the most extensive yet--

took place. In September the DD/I ordered an across-the-board

personnel cut, as a result of which OCR had to discontinue several

operations that were considered to be of relatively low priority,
and the Weekly Accessions List.
including the Library Clipping Service. To achieve a more effective

utilization of manpower, OCR was reorganized on 1 November, and

parts of the Library and ID, plus the Classification Control Staff,

were regrouped into a new Document Division (DD). This change

placed the coding and dissemination functions in the same Division--DD.

Management had considered adding the dissemination function to the

Library but had decided that this would make the Library too unwieldy.

The shift of duties and personnel left the Library with a T/O of 141

and stripped it of the distinction of being the largest single Division

in OCR. Circulation and Reference were left basically intact.

Book cataloging was attached to the Acquisitions Branch.

Memo, AD/CR to all offices, 22 August 56, sub: Termination of CIA Library
Clipping Service. U. (In Library Daily Reading File 1956 Job 68-116/2)

a. Consultants' Survey

In 1957 the Library underwent a traumatic

experience--the Library Consultants Survey. This

survey was, in fact, the major issue concerning

OCR during 1957. It stemmed from a proposal of the

DDI (Amory) the previous year that a panel of library

experts be engaged to make a special survey of the

library. He apparantly made this proposal largely

upon the recommendation of one of his Special

Assistants (Walter Pforzheimer), who felt that the

Library was in poor shape but was himself unable

to pinpoint the problems. In August 1956 Mr. Amory

established an ad hoc Library Survey Committee,

representing many segments of CIA, which drew up

terms of reference for a panel of three outside

librarians who were to survey the CIA Library and

the OCR documentation processes so that OCR could

be sure of developing optimum efficiency and best

possible use of space and manpower before its

move to the new building.

25X1A5a1

The three consultants-- ██████████████

25X1A5a1

████████████████████████████████████

25X1A5a1 ___ spent over 3 months in OCR. 25X1A5a1 ████████ probed vigorously

into the details of the entire reference problem. 25X1A5a1 ████████ was

mainly interested in the Library collections, in relations between

5₁/ ₌/ Report of the Library Consultants, 18 May 1957 S. CRS Historical Files K-106
Task Team Reports, 1958 S. 2 volumes CRS Historical Files K-107

the Library and the Registers, and in overall problems of office

policy, command, and operation. ▮▮▮▮▮▮▮▮ [25X1A5a1] concentrated

on acquisitions problems. On the whole, the Consultants were

not favorably impressed with the Library operations and related *document*

activities, many of which affected ~~the Document~~ and Machine

Division as well.

Dr. Andrews was greatly disturbed by the specific criticisms

~~which~~ the Consultants levied on OCR, its Intellofax System, and its

mechanized approach to the documentation problems. He stated:

"We knew the family car had plenty of squeaks and rattles, but we

did not believe it was in quite such a shape as the Consultants

say it is." He took issue with their recommendations that OCR

cease using microfilm aperture cards and go back to hard copy,

abandon the Intellofax System, and expand the IPI into a monthly

publication much like the Bibliography of Agriculture. ([25X1A5a1]

▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

[25X1A5a1] ▮▮▮▮▮▮) Dr. Andrews likened the adoption of these recommendations

to telling OCR to "junk the family car and buy a horse."

On 18 June Dr. Andrews answered the Consultants' criticisms of the handling and usage

of ~~older~~ Intellofax cards over 5 years old. They claimed and he ~~refuted by actual testin~~

the cards were not available to the customers, who were not told of the retirment policy

Dr. Andrews actually made an Intellofax request and in 20 minutes had legible photos

of the older cards, which had been put on microfilm . He claimed that most of the indictn

were untrue and particularly misleading.

No aspect of the survey caused him as much concern as the "Ten

Horrible Cases" they cited to "point up some of the intellectual

and mechanical problems of the Intellofax System." ~~Dr. Andrews~~ spent

the better part of a week ~~to examine~~ in detail each of the ten

Intellofax requests. ~~In his memo to the DD/I, Dr. Andrews~~

1/Memo, AD/CR to DD/I, 7 June 57, sub: Comments on the Report
    dated 18 May 1957 by the Library Consultants-Number One. C. (in
    Chrono 1957   Job 61-416/1)
2/Memo, AD/CR to DD/I, 18 June 1957, sub: The Handling and Usage of
    Old Intellofax Cards and Minicards. S. (in Chrono 57 Job 61-416/1)
3/Memo, AD/CR to DD/I, 1 July 1957, sub: The Ten Horrible Cases of
    the Library Consultants. S. (in Chrono 1957   Job 61-416/1)

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In his memo to the DD/I on 1 July he bluntly stated: "Now hear me! These are not Ten Horrible Cases at all." He admitted that two of the cases serious were human errors causing the Machine Division to miss some cards which should have been supplied to the customers. Two others were similar, but the Consultants failed to note that these mistakes were caught and corrected within OCR itself. The other six cases he described as "phonies and bogus"; he showed why reruns did not always retrieve the same Intellofax references, due in specific instances to a change in retrieval parameters, such as date coverage, source specificity, as well as subject or area breakdowns.

On 11 July he prepared a final accounting for the DD/I referring to his two previous memos which he said proved that most of the criticisms of the Intellofax System were thoroughly unsound. He was certain that OCR (and the DD/I) should reject the Consultants' most important recommendation that the Intellofax System be phased out as rapidly as possible. He admitted, as he always had, that the System had imperfections, but he claimed it was doing a far better job for OCR than any conventional published index could do. His answer to the Consultants' proposals for more aggressive leadership in OCR was: "We can accomplish more by the behavior and methods now being used than we could by trying to crack a whip, or by telling other people how much smarter we are than they."

Other aspects affecting the Library which Dr. Andrews answered were: (1) He felt that the consultants' proposal that OCR should create a Central Reference Staff had some merit, but he recommended that OCR build up first the Library Reference Staff through fairly intensive

mid-page

* He even appended a study of the Bibliography of Agriculture (BoA) to his report. He had asked ████████, formerly associated with the BoA, to prepare the study.

25X1A9a

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training but that there be no formal reorganization until

there could be an experimental trial of the usefulness of putting

liaison officers from the Registers into the staff. He suggested as

a start that each Register might be required to place one

person full-time with the reference librarians for a week or so.

(C. Andrews)

~~(2) He did not $\cancel{HHH}$ As to space arrangements~~ He stated that the

Consultants were right in saying that the Library held down purchase

of books for reasons of economy and space limitations. He recommended
a slow build up of
~~going slowly in building up~~ collections even in the new building,

a action
and embarking on a program of acquisition in specific fields,

such as the Treaty Collection. ~~(3)~~ Dr. Andrews bristled at the
and manpower
Consultants' criticisms of the Library's efficiency as compared
~~term~~
with libraries at State Department, Yale, and other institutions.
He many of ~~these~~
e found these criticisms unsound. He recommended that the Management

Staff study the charges of inefficiency and wasteful use of manpower.

~~(4)~~ He agreed with the criticisms of the ISC$\cancel{HHH}$ in that it was

too detailed for efficient and consistent use. However, he

did refer to the difficulty of keeping other agencies from expanding
segments of the ISC in which they were specifically interested.
~~expanding the ISC~~ He was confident that ~~the AHIP~~ Working (for a revised
Group of AHIP would be able to agree on a simpler version of the ISC.
Dr. Andrews absolutely rejected the Consultants' recommendation
that the document collection be maintained in hard copy rather than
on microfilm in aperture cards. The original reasons for developing
the aperture card system were still valid: conserve floor space and
cabinets and ensure a complete file.

And with his last blast of 11 July, Dr. Andrews also
against the Consultants on

submitted his resignation the same day. His successor
arrived in September and
as AD/CR, Paul Borel, immediately set out to evaluate the

recommendations of the Library Consultants in order to have a sound

basis for making decisions on them. Examining the Consultants' Report

in detail, he found that basic questions could be identified, and he

set up 16 Task Teams (TT) to deal with these problems. Most of these Teams

were chaired by OCR personnel, and 37 of the Team members were OCR

employees. Other Agency offices contributed the services of more than

30 of their employees as Team members.

Twelve of the 16 Teams dealt with Library or

related operations; the others with general topics, such as training

and customer relations. Three of the 12 that concerned the Library

were directed toward acquisitions and publications procurement

(Task Teams 5, 6, and 7) and will be discussed in a separate chapter.

The TT ————→ Reports of 1958 will be discussed in relation to
criticisms
the Consultants' Survey on the Library, and related operations.

(1) ~~Task Team~~ Intellofax (TT1)

25X1A5a1

█████████ had devoted a great deal of time examining,

dissecting, and relentlessly attacking the Intellofax System

in all its ramifications. TT1's seven-man committee came

up with the longest study of all the ~~Task~~ Teams--90 pages, including

much philosophizing on the part of the chairman about information

storage and retrieval. The committee participated in a joint

questionnaire with TT10 (Reference) and TT11 (Information Center)

designed to elicit information from customers regarding their

attitude toward and opinions of the OCR information services.

Some of TT1's findings overlapped with TT3 (Coding) and TT9 (Cataloging)

in the use of the ISC and with TT2 (Machine Use) in the machine

applications of the Intellofax System.

Before the Task Teams were actually organized, Mr. Borel had

asked an user analyst to study OCR's document system in the light of the

Consultants' findings. 25X1A9a

█████████ of the Office of National Estimates

(ONE) prepared a thorough 37-page study, which Mr. Borel gave to TT1.

The Consultants had charged that Intellofax was unreliable in

coding and encoding, citing 20 cases in which the same subject was not

coded twice in the same ISC terms. TT1 confirmed that this charge was

substantially correct, stating that these errors were due to lack

of direct contact with the requester, lack of experience of reference

librarians, lack of advice from the Analysis Branch, and lack of a

continuing and growing tradition that would benefit from past experience.

TT1 felt that all of these factors could be alleviated with a

revised ISC with tools that would contain enough information for

proper code choices and with an Analysis Branch representation on the

retrieval end. TT1 agreed with the Consultants that citations (titles)

of documents were inadequate and should be improved.*

* Even before Mr. Borel had taken up the community problem

The Consultants also charged that the System was insufficiently
used, slow, untrustworthy, and costly, and that it required excessive
space, overlapped work done in the OCR Registers, and failed to
provide service at as high an intellectual level as was needed for
the programs of the Agency. TT1 pointed out that Intellofax was chosen
as a solution to a requester's problems if the information he needed
could be found only in information reports; that 1-2 days to satisfy
a request was not unreasonably slow; that it was impossible to
compare the Consultants' cited figure of $200 for each search with any
norm or ideal; that the recommended card catalog and intact hard—
copy file wiuld take more space than Intellofax; that the Consultants
confused multiple processing among the Registers with duplicate processing
and that Intellofax was not designed to retrieve by name of individual or
industrial installation. The Task Team felt that the Intellofax System
provided very sophisticated service when combined with the researchers'
screening of the document references. TT1 and TT3 both recommended
that the Analysis Branch be divided by subject/area specialization to
raise the intellectual level.

Two other criticisms were directed to the mechanical aspects
of the System: the same data did not appear on repeated runs for the same
codes, and older IBM cards were unavailable. Dr. Andrews had directed him-
self to these two issues (see pages 26 and 27). According to TT1 and
TT2, the Machine Division had already corrected the weakness of a multi-
plicity of files which the Consultants claimed as one of the major reasons
for the errors in the Ten Horrible Cases. The Consultants' charge of
unavailability of older cards was partially true insofar as it

---

* The Intellofax Questionnaire showed that slowness was the least frequently
    cited reason for lack of use.
** Subject specialization was considered but never put into effect, because
    a large percentage of the documents were multi-subject. The eventual re-
    organization of the Analysis Branch in November 1960 was by area
    specialization. See chapter on the Document Division.

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referred to the information given the requester. TT1 claimed,
however, that it was not correct in relation to the true facts.
Some librarians had been remiss in not alerting a requester
that the Intellofax cards older than 5 years had been retired
to Records Center and that these cards were on microfilm in head-
quarters. The Task Team also determined that the cards could
be returned from Records Center within a relatively short time.

During the Task Team's investigations, a Composite Group
was set up as an experiment to handle Intellofax runs in the
Reference Branch. ~~Its establishment was probably one of the
most important results of Task Team efforts.~~ The Group con-
sisted of one representative each from the Analysis Branch, DD~~p~~

25X1A9a
(, also a member of TT1), MD ~~Machine Division~~ (25X1A9a

25X1A9a
          ), and the (Reference Branch, Library)   25X1A9a   ). In-
tellofax retrieval under this arrangement reflected the maxiumum
efforts of the three (involved, divisions) The establishment of the
Composite Group was probably one of the most important results of this
                                                              amalgamating
Task Team efforts, for it emphasized the importance of ^input and
output. ~~in a team devoting full time to Intellofax efforts.~~ The
arrangement became a permanent one with a senior Intellofaxer
on rotation to the Reference Branch for a month to work with
one librarian whose sole responsibility was Intellofax retrieval.
After the initial experiment, it was not considered necessary to
have a permanent ~~Machine Division~~ representative--he was on call,
if necessary. The activity was given a more descriptive name
January
in 1961, when it became the Intellofax Reference Group (IRG).

Task Team No. 2 Machine Use (TT2)

This Task Team consisted of three individuals with
varied degrees of experience in machine data handling system
operations. TT2 agreed with the Consultants' criticism
that eight Subject and 14 Area Files in the Machine Division (MD)
were excessive and impaired the efficiency of the Intellofax operations.
It also discovered that the machine sorting of the Area File was
minimal, and it recommended that all parts of it be combined
in arrangement by area only. TT2 agreed with the Consultants
that the electronic facsimile printers used for the preparation
of Intellofax tapes had become outmoded. MD had performed tests
and produced sample Intellofax tapes using Card List Cameras (built
in MD) and Photostat Expeditors, which processed the exposed photo-
graphic paper. TT2 confirmed that these machines could produce
tapes at twice the speed of the facsimile printers. It also
recommended that they should continue to be used because they
also could be readily converted for use with hard-copy documents
or with aperture cards and because the services they provided
could not be obtained at a lower cost by other systems as the
Consultants claimed. TT2 agreed with the charge that the machine
files required excessive space. (see TT1 above)

Task Team No. 3 Coding (TT3)

This Team covered a variety of subjects, some of which
overlapped with TT1, TT2, and TT9. Charged with a study of the
ISC, it made no tests on the coding scheme per se, because the
ISC was already undergoing extensive revision. The Consultants
had strongly recommended the adoption of the LC system of

classification for the cataloging of books in CIA Library.

TT3 had no argument with this and heartily recommended the conversion of book cataloging from the ISC to the LC scheme. Two main claims of the Consultants that the aperture cards should be discontinued in favor of an intact hard-copy document system and that the Intellofax punch card system should be replaced by a manual card catalog were partly accepted by TT3. It recommended the establishment on a trial basis of a 1-5 year collection of hard-copy documents, but as a supplement to, not a replacement for the aperture card program. TT3 stated that, although there was no substitute for the extensive searching capability of a good machine indexing system, there might be some advantage to the rapid browsing ability offered by a card catalog. It therefore recommended that such a catalog be adopted, with extra IBM cards prepared as a by-product of the Intellofax file.*

In attacking the Intellofax System the Consultants urged that it be replaced by an expanded IPI to cover all documents, books and periodical articles, including ███ materials. TT3 rejected this recommendation (and agreed with Dr. Andrews) based on size alone, estimating that an annual cumulation of the augmented IPI would be three times as thick as Webster's unabridged dictionary. In addition, TT3 asserted that the publication would not be as current as Intellofax and the total expenditure would be more. TT3 did, however, recommend a printed index of published ███ material, possibly through an external research contract.**

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* At the recommendation of the DAD/CR in January 1959, Mr. Borel agreed to defer further action on these two recommendations until OCR had an opportunity to evaluate the impact of the MINICARD experiment on OCR operation. As far as this historian recollects,

** See discussion of 3-month contract with ███████ in the

TT4 was assigned the problem of studying the publication

selection criteria and determining ~~if~~ *whether* the Agency staff participated

in the selection process, ~~if~~ *whether* there ~~were~~ *was* a satisfactory selection

policy, and ~~if~~ *whether* the selection function should be in the Acquisitions

Branch or in the Reference Branch. The Team recommended that

a committee of Library selection consultants be designated a

channel subordinate to CRAG Representation,

to receive research programming and project planning papers.

TT4 gave *both* plus and minus marks to the selection policy. It was not

satisfactory in that there were selection standards a nd practices

for which there *were* no official endorsements. Written statements of

policy, criteria, and procedures were also incomplete. A plus

mark was given to the emphasis on a strong reference and

bibliographic collection.

(5) Circulation ~~Task Team~~ (TT8)

25X1A9a ▮▮▮▮▮▮▮▮, Deputy Librarian and chairman of TT8, was also

Acting Chief of the Circulation Branch for a short period in order

to coordinate *the* TT study and to delve into circulation weaknesses.

TT8 studied in detail actual operating procedures, forms in use,

files or records maintained, working tools and equipment available,

staffing patterns, the existence, if any, of duplication of

effort, and the possibility of combining functions or operations.

The detailed procedural charts made by the TT member from the

Management Staff provided a useful management tool, and several

suggestions for simplification of work methods were put into effect

while the survey was underway.

TT8 agreed with the Consultants that the Branch was over-organized with 16 organizational units. It recommended that some realignment of functions should take place immediately: the ultimate goal should be the consolidation of the Services Section (with its four units) into a Document Section and a Book-Periodical Section. The Team also recommended procedural changes, more precise work standards, and clearly defined work methods, discontinuation of the indefinite loan files. According to the TT members, the Consultants' charges of low production and slow service could, be overcome by the following actions: simplifying procedures; outlining precise work standards and methods; microfilm all NODEX documents onto aperture cards; annotating source cards when documents required special handling; place cards in the card catalogs only for those books which were available to users of the catalogs; assign to the Branch Chief wide discretion in purchasing and reproducing materials when this appeared to be the best method of servicing a request, and, finally, place the responsibility for the custody and accountability for materials purchased with other than CIA Library funds on the purchasing offices.

Cataloging Task Team No. 9

TT9, two members of which were professional catalogers and one a former head -- and one at that time head of the Catalog Section, directed its efforts to studying the card catalogs, the workloads and the cost of cataloging. The Team members agreed with all five of the Consultants' criticisms: (1) The catalogs were inefficient tools and badly kept, because new and additional cards were machine filed in the Subject and Area Catalogs at irregular intervals from 5 months

to ~~one~~ year. For catalog purposes, the long, narrow IBM card

was considered impractical, whether filed on end or on the

side. (2) Too many cards per title were made—19 per title plus
special card service based on 82 requirements (for example,
one card for ORR for every title in an Oriental *language*)
TT9
recommended that cards be prepared only for the Catalog Section
         for   for the
(one Author/Title and one Shelf List), for Reference

Branch (one Author/Title, one Subject, one Area) and for the

Branch Libraries (one for Author/Title for each library).

(3) High cataloging costs were due to the lack of clearly

defined acquisition and selection policied, ~~the use of the ISC~~

~~for cataloging books,~~ and the preparation and distribution
                                        use of the
of catalog cards all over the Agency. (4) The ISC ~~for cataloging~~

was not profitable for cataloging books. TT9 heartily endorsed

the adoption of the LC classification scheme and devoted it-

self to establishing workload standards for conversion.
                                        that
(5) Assuming that the Consultants meant that production was

low (rather than workload), TT9 pointed up the need for a

better balancing of the professional versus the non-

professional personnel in the cataloging operation.

(7) Reference (TT10)

The Consultants had criticized the Information Unit of the

Reference Branch on several scores: It was grossly overstaffed, it

made too much use of untrained staff for work requiring professional

competence, and it used tools inferior to those in most reference

libraries. The Consultants claimed that analysts must go to many

places to get the information that _____

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were and

is available but must also maintain large personal files because
Library service is poor and undependable. The Consultants also
accused the Bibliographic Unit of low quantity and quality work, requiring
little special competence.

With these harsh criticisms in mind, TT10 stated that the
organization of the Reference Branch into information, bibliography,
selection and Intellofax units dispersed manpower, segmented and
duplicated efforts, and failed to develop the kind of well-rounded
reference competence required by the Agency. The Team recommended that
the Branch be reorganized along area and functional lines, assigning
to each specialist all the reference functions, including selection.
TT10 felt that the Reference staff needed strengthening in economics
and natural sciences as well as in the reading capability in the Slavic
and Chinese languages. The Team recommended more aggressive methods to
acquaint Agency personnel with reference services and to secure
feedback on services rendered. It also suggested a more meaningful
system of record keeping and reporting to describe and evaluate
Branch activities.

(8)

Task Team No. 11 Single Information Center (TT11)

The Consultants' proposed organization for OCR was
based upon the major premise of a centralized information
service for CIA in OCR. By this they meant the establishment of
one point of contact for users of OCR reference services and the
representation of each OCR service division at the central point.
TT11 maintained that the Consultants did not provide a clear and
consistent definition of the proposed information center, not
differentiating between the concept of "centralized information

center for CIA in OCR" and of "one point of contact for users of
OCR reference service. TT11 concluded that the single

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practice the Consultants themselves indicated that except

for short-term transactions, the customers would be referred to

several registers and/or [presumably to] other supporting information

units. The Team felt that the nucleus of a central (in contrast to

a single) information unit already existed in the "eference

Branch. TT11 accused the Consultants of making too superficial

a study of the Registers (and the Consultants admitted as much)

and of other units outside the Library for them to evaluate

adequately the unique character of their reference services.

The Task Team was very much concerned that the Consultants had

extended the reference yardstick to the point where it was

proposed to separate the reference service per se in the

Registers, in FDD and in the Map Library from each parent

organization and incorporating it into a single reference unit.

TT11 recommended that a central information unit be established within

the Library and that the following activities, whether

administratively part of CCR or not, be located in close

proximity to each other in the new building and that they be

readily accessible from the central information unit: Library,

Industrial Register, Biographic Register, Graphics Register,

the Map Library and the Foreign Documents Division.

(9) MINICARD (TT12)

The Consultants could obviously not criticize the Minicard System in depth because it was not operational in 1957, nor was there a staff or formal paper evaluating the gains anticipated from the new system. The task of TT12 was to determine if (1) MINICARD offered advantages over Intellofax; (2) the MINICARD pilot operations had been satisfactorily planned; (3) OCR should have a continuing high-level planning and management staff to investigate new ideas.

TT12 concluded that (1) MINICARD did offer many advantages over Intellofax and would substantially improve OCR's support of intelligence research; (2) OCR should immediately organize a MINICARD Pilot Operation Staff composed of a Chief and personnel from the Machine and Document Divisions and the Library to develop policies and procedures and to direct the pilot MINICARD operation system; (3) OCR should have a high level planning and management staff to investigate new ideas of document receipt, dissemination indexing and retrieval, to keep abreast of new developments in the fields and to study continually the OCR system in order to recommend changes to improve its efficiency and service to user offices.

* See chapter on the Intellofax System for discussion of the MINICARD Experiment

10. After the Storm--1958-59

What did the Consultants' Survey and the Task Team Reports

do to the Library? It was obvious that many of the recommendations

were dependent upon the move to the new building and those referring

to the Intellofax System dependent upon the success of the MINICARD

experiment. The overall history of OCR ~~leads~~ in general Mr. Borel's

1958 "~~Immediate~~ Program for Implementing Recommendations of the

Consultants and the Task Teams" ~~and his 1959 "Progress Report on~~

~~OCR Progress to Implement Recommendations of the Consultants and~~

~~Task Teams."~~

Needless to say, the Library reorganized on 4 June 1958.

25X1A9a
█████████ comments at that time are pertinent to an understanding

of the Library's reaction to the ~~two~~ 2 years of intensive examination

(IG, Consultants, and Task Teams).

> What the Library Survey attempted to do, and what Task
> Teams, including CRAG, are trying to resolve are certain
> basic goals or standards needed to give our Agency the best
> kind of Library. . .I believe that the mountain of words
> being amassed on what our problems are tends to overwhelm
> and becloud fundamentals. . .As we experiment with new
> techniques and procedures in the new environment which we
> are now creating, the recommendations(by the Consultants and
> Task Teams) will be studied and adopted as appropriate to our
> entrance into the new building. . .These have been difficult
> times but I believe we can look forward now for the next
> few years to a period when our objectives of optimum
> service are clearly in sight. 56/

a. Revitalized Reference Branch

25X1A9a
In the reorganization, █████████ was designated
25X1A9a
Chief Reference Librarian, replacing █████████ as Chief of the

25X1A9a
Reference Branch. He continued to act as CIA Librarian in ~~the latter's~~ ████

56/ Memo, CIA Librarian to CIA Library Staff, 4 June 1958, sub: Reorgani-
zation. C. (File: Library Daily Reading File Jan-June 58 Job 68-116/2)

absence. A Bibliographic Section, combining the bibliographic

and selection functions, was established with ⬛⬛⬛⬛⬛ as   **25X1A9a**

chief.** The Branch Libraries were transferred out of the Circulation

Branch because of their across-the-board library activities

and established briefly under the control of an independent

Branch, with ⬛⬛⬛⬛⬛ as chief. By December 1958, however,   **25X1A9a**

they were brought under the Reference Branch on the recommendation

of the Management Staff because it was recognized that the most

important part of their work was of a reference nature.

The Catalog Section, which had been under Acquisitions

Branch since November 1956, was for the first time in its history

placed in the Reference Branch (where it remains).*** This was a

recognition of the vital role of the catalog in reference work.

25X1A9a ⬛⬛⬛⬛⬛ had appointed a specific Task Team made up of Library

personnel in February 1959 to recommend the   **25X1A9a**

cataloging system that would be the most useful from the Library

point of view. Everyone agreed on the LC system and, although

this change was an internal matter and would be adopted, Mr. Borel

decided to so inform CODIB. He received its blessings, and

the changeover began in the summer of 1959. To provide for .

subjects inadequately covered by the LC scheme, the Catalog

Section produced three of its own schedules: Law, Communism

and Communist Parties, and Intelligence and Security. These

schedules were distributed to CODIB members and selected

nonintelligence libraries, including the LC. The recataloging,

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*CR 29 Subject Headings and Classed Schedules for Law, Communism and Communist Parties, and Intelligence and Security in the CIA Library, 1959 (on File in the Catalog Section, Reference Branch, CIA Library)

**As a special service to the Office of National Estimates (ONE), as detailed to that office in November 1958 for 2 months to compile an index to National Intelligence Estimates (NIE's) and Special National Intelligence Estimates (SNIE's) published during 1957 and 1958. One of the assistants continued compilation of the index until 1964.

25X1A9a
* ⬛⬛⬛⬛⬛ was named Staff Assistant to the CIA Librarian to perform work previously assigned to the Deputy Librarian: staff work and much of the coordinating below the policy level.
** This Library activity was administratively transferred more than any other.

25X1A9a

1/ Memo, CIA Librarian to ⬛⬛⬛⬛⬛ et al, 4 Feb 1959, sub: Library Task Team on Cataloging, U, (in CIA Library 1959-60 Job 64-347/4)

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to everyone's surprise, was concluded by January 1963, except

for a small number of titles in the Historical Intelligence

Collection, which were given low priority and not completed

until October 1964.

b, Back to School

The need to provide more training for its librarians,

some of whom did not have degrees in library science, had become

evident during the 2 years of investigations, so in 1959

the Library began a program of sponsoring training at recognized

Library schools. 25X1A9a [ ], who headed the Training

Branch Library, attended Rutgers University during the school

year 1959/60 and became the first employee to receive a master's

degree in library science under Agency sponsorship. Eight more CCR
through 1970

employees received similar training at Rutgers, Columbia, Catholic,

and Maryland Universities and at Drexel Institute of Technology, up through

c, Accessions List Again

The subject of an accessions list for the CIA Library came
over several
recurrently since the last one was published in 1956. In 1959 the Lib

and Mr. Borel, through his channel of CRAG [2] explored the demand for

list because of an increase in volume of Russian books on many subje
customers
Only three analysts replied to CRAG 15-59, so Mr. Borel issued CRAG
[3]
15/1-59, announcing that an accessions list would not be published.

[2] CRAG 15-59 , 28 October 1959, sub: Publications of Titles   Job 66-496/
Cataloged by the CIA Library. For Official Use Only (in CRAG 58-59
[3] CRAG 15/1-59, 24 December 1959, sub: Publications of Titles
Cataloged by the CIA Library. For Official Use Only. (in CRAG 58-59
Job 66-498/1)

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the transfer of the three-man Selection Unit from the Bibliography

Section of the Reference Branch to the Acquisitions Branch. The

Librarian's reasoning for this transfer was to allow the Selection

Staff to participate more actively in the preparation of selection

guides for the foreign procurement program and to plan for the

actual location of the Selection Section in the Acquisitions

Branch in the new building. The shift was on paper only; the

selection activity never moved administratively or physically

because there was no room in the new building for the Acquisitions

Branch. The Selection Staff therefore was assigned directly to

the Librarian's office. The title of Chief of the Catalog Section

moved up a notch in prestige and became Chief Cataloger as an

acknowledgment of the Librarywide responsibilities of the Chief

Cataloger.

The move of the main library to Langley was completed

on 28 September 1961. During the move, main library service

points were maintained at the Branch Libraris, and the State Department Library,

and at the LC. All hands assisted in unpacking and shelving the

Reference Collection, unpacking and placing furniture, and

locating periodicals, newspapers, and press summaries for display

purposes. The Branch Libraries in Barton Hall, R&S and K

Buildings were abolished before the end of 1961 and their functions

consolidated with the main Library. Library service increased signifi-

cantly. Intellofax requests were up 31% over 1960, and requests for the

loan and/or retention of books and documents increased 59%.

12 The Mid-1960's

At the invitation of the AD/CR, two consultants

visited the Library on 6-8 June 1962 to review operations

and facilities in the new building and to advise officials

on policy and procedures. 25X1A5a1

25X1A5a1

25X1A5a1   submitted quite a different report from

the devastating Consultants' Report of 1957 (although 25X1A5a1

was also a member of that three-man team), they commented

favorably on the conduct of programs and services and suggested

only minor changes in organization, training programs for staff

members and the publication of accessions lists. The Accessions List

An OCR management decision of November 1962 assigned

to the (IAS) unit of the Circulation Branch the job of ordering

and distributing military procurement materials (which could

be obtained without charge from US military establishments. This

was transferred from the Acquisitions Branch to IAS in order to

reduce the number of Library points contacting the same suppliers

and to clarify and reduce Acquisitions Branch's responsibilities of

regarding the procurement of classified and "free" publications.

~~Current Selection~~

~~The Inspector General in his report of September 1963~~

* The Weekly Accession List was started in 1948 and had ceased
publication in 1956. It resumed publication as a monthly issuance
in 1963, partly on the recommendation of the two Consultants
and partly because of consumers' comments.
Annual Report of the Office of Central Reference Fiscal Year 1962
CIA/CR AR-5 21 September 1962 SECRET, page 15 (in annual Reports
Box 68-487/4)

resumed publication "as a monthly issuance in 1963 partly on this recommendation and partly because of consumers' requests.

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IG Again

The Inspector General surveyed again in September 1963.
The Library was rated high, and the overall tone of the report
was that the Library had been able to render an increasing amount
of effective service to both CIA and non-CIA users. Commending
the work of the Selection Staff, he, nevertheless, stressed the
need for a reevaluation of selection policies. He recommended
the establishment of a group of representatives of the major
components of the Agency who would discuss and reexamine with the
Librarian and the Chief of the Selection Staff the policies
pertaining to book procurement. This was not a new idea; TT4
and CRAG Notices 16-59 and 6-61 had recommended similar action.
The IG felt that the move to the new building had substantially
reduced many of the former difficulties which the Circulation Branch
had in recovering borrowed books and documents. Recognizing the
faults inherent in the Intellofax System, the IG, nevertheless,
described the System as an asset to the Agency and complimented the
Library on "improving and producing a better coding system." The
IG recommended a system of rotation of assignment every 2-3 years
for reference librarians to other parts of the Library for new
and challenging responsibilities. Describing the CIA Library as unique,

the IG recommended the establishment of a training course in the
use of the Library for production analyst recruits. The IG recommended that

1/Inspector General's Survey of the Office of Central Reference,
    23 September 1963. S. (CRS Historical Files)
2/CRAG Notice 16-59, sub: CIA Library Selextion Officer Responsibilities
    24 Dec 59 For Official Use Only (in CRAG 58-59 66-496/1)
3/CRAG Notice 6-61, sub: Selection Policy of the CIA Library, 6 Dec 61 C.
    (in CRAG 60-61 66-496/1)

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the historical intelligence collection (HIC) be transferred
to and become a subordinate unit of the Library.

The following actions were taken by Mr. Borel and
25X1A9a
, who became AD/CR in December 1963, to implement
IG recommendations: (1) Another CRAG Notice was issued in
January 1964 urging all users of the Library to participate in
the strengthening of the Library collections through comments
or specific recommendations to the Selection Staff. (2) The AD
directed the CIA Librarian to outline a suitable training program
for production analyst /recruits. One reference librarian was
assigned to this task and by March 1964 had completed work on
to the Library
a paper outlining such a course. (3) The transfer/of HIC and its
personnel was accomplished on 24 September 1963. No further action
was taken on the recommendation to rotate reference librarians
because 10 of the 11 reference librarians had had professional
library experience outside the Information Section and five
of them elsewhere within the Library. The Executive Director
of the Agency also disapproved of the recommendation.
25X1X8

68/ Memo, C/Administrative Staff,CR to AD/CR, 20 Jan 64, sub: Status
Report on IG Recommendations. S. (in IG Folder 1963)

69/ CRAG Notice 1/4, sub: Selection Policy of the CIA Library. 28 Jan 64
C. (in CRAG 1962-64 66-496/1)

25X1X8

b. New Librarian

25X1A9a

████████, who had had foreign publications

25X1A6a

procurement experience right after World War II in ████ and

had been closely involved with the program throughout his
                    with the CIA Library,
15-year career, first as Deputy Librarian and then Librarian,

was chosen to fill the post of Regional Publications Procurement
        25X1A6a   25X1A9a
Officer in ████. He departed in July 1963, and ████████████,

formerly with ER and the Staff for the Community Information

Processing Study (SCIPS), became the CIA Librarian.

25X1X8   ████, **Impact of CHIVE**

Beginning in ██FY 1964, one of OCR's major efforts was

directed to Project CHIVE, a long-range large-scale plan for a

computer-based central reference facility. Working closely with

the Office of Computer Services, OCR conducted an indexing experiment

in the fall of 1964. The Library's Chief Cataloger was one
                                        permanently
of the chief indexers, and he decided to remain on the CHIVE
        and the ISC Training Officer were responsible for revising
staff. He was one of a two-man team to revise the ISC into a detailed

indexing scheme to be used for both collateral and codeword material—

the Subject Intelligence Code (SIC). The Library Staff Assistant

became the CHIVE recruitment officer and during 1965 the Library
        additional
lost five persons to CHIVE.

CR/OCR Notice CR-20-190-35, 23 July 1963, sub: Announcement of
    Assignment to Key Position CIA Library. S. (in Chrono 63 67-515/3)

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(2) COSATI and US Secret Service

In January 1964 the Library was accorded observer status on

the President's Federal Council on Science and Technology's Committee

on Scientific and Technical Information (COSATI); 25X1A9a

attended the monthly meetings regularly, and this exposure gave the

Library an insight into developments in other government libraries,

particularly non-intelligence. In March 25X1A9a was also designated

OCR contact point with the Protective Research Section of the

US Secret Service. The Document Division cooperated in screening

incoming items of possible use in protective research relative to

presidential visits abroad. Extensive Intellofax runs were made

before each visit and turned over to the Secret Service

via 25X1A9a and DD/P channels.

(3) Machine Literature Searches

1966 saw the beginning of machine literature searches

using the systems of the National Library of Medicine, the Defense

Documentation Center (DDC) and the National Aeronautical and Space Agency (NASA)

A year later, at the request of ORD, a

model 33 ASR telewriter was installed in the Library, providing a direct

link to the Systems Development Corporation computers in Santa Monica,

California. This supported Project COLEX, a data base of 54,000

citations to unclassified articles and reports on aerospace technology.

The approach was by author, descriptors or COSATI subject category.

The response was immediate with TWX printouts at 100 words per minute.

memo, CIA Librarian, 17 Oct 61, sub: Inter-Library Relations
with the Pan American Union Library. C. (in Library 61
Job 64-341/4

Memo from Chief Reference Librarian to Acting CIA Librarian "Project
"COLEX" 1 September 1967 CONF (in Org & Management Library 1967 64-59v)

(4) Chinese Publications

The Coordinator for Academic Relations recommended to

Mr. Borel that CIA make available to the academic community

its holdings of unclassified mainland Chinese publications. In

more than 2 million pages

1967 the CIA Library began a program of microfilming ~~these publications~~

for the Hoover Institution at Stanford University. A microfilm copy

was also made for the Library and the hard copies were sent to LC.

This program was not completed until 1972.

2. Servicing

Budget cuts in 1964 caused the curtailment of two Library

services. Special indexes to the ~~National Intelligence Estimates~~ NIE's

~~which had been prepared and maintained for the Office of National~~

~~Estimates since 1958~~ were stopped. With the abolishment of the

Bibliography Section of the Reference Branch, the Library ceased

preparing formal bibliographies, and the responsibility for limited

bibliographic service was transferred to the Information Section.

At the same time, however,

But new services were added. The Library inaugurated a Scientific and

Technical Information Service (SATIS) in support of the scientific

and technical activities of CIA. In response to a request from

~~This program was not completed until 1972.~~

Memo from Chief Reference Librarian to SA/CR "Release of Unclassified
CHICOM Serials to Hoover Institution" 17 May 1967 U
(in Library 1967 69-592)

Library Monthly Report for November 1964, 10 December 1964 SECRET
(in Folder Library Monthly Reports FY 65 71-18/1)

CRAG Notice 3/64, 11 May 1964 "Scientific and Technical Information
Service" ~~Confidential~~ (in CRAG 1962-64 66-496/1)

ORD, the Library provided an announcement service

by means of reproduced tables of contents of selected journals,

which were located on display shelving at one end of the Reading

Room. SATIS, which was used extensively but without much selectivity

by ORD and one office in CC, was discontinued in 1967 because of

dwindling Library personnel resources, and ORD's own capabilities.

The Information Section also assumed responsibility for

servicing requests from BR's   International

Conference File, to which BR had added no new material after

1965. The Library finally retired the file of 60 boxes to

Records Center in July 1966 because of little request traffic.

To meet expressed needs of NPIC, CRR, OSI and D/R, the

Library took steps to receive and distribute but not store or catalog,

selected US reports on missile and space research and development.

The volume of such reports by US contractor groups was staggering

and would have buried OCR and the analysts if received in toto.

The Library felt that this was an ASTIA Armed Services Technical Information

Agency (ASTIA) later succeeded by DDC responsibility, but that

ASTIA was not geared to meet CIA's needs, hence the Library

negotiated an interim approach with the research components
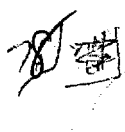
of DoD and, separately with NASA.

Memo from Acting CIA Librarian to D/CR "Disposition of Scientific
and Technical Information Service (SATIS) in CIA Library" 28
Sept 67 S   (in Library Org & Mgt. 1967   69-592)
Library Monthly Reports for March and June 1966 S   (in Library
FY 65 and FY 66   71-18/1)

LI- 3A

(1) Library's Servicing of Intellofax

To ensure all-source reference support (the name of the game
under the CHIVE concept), the Intellofax Reference Group
began
on 1 June 1965 a systemmatic exchange with the Special Register
of request sheets for machine listings of documents.

The retrieval aspect of the Intellofax System was finally
transferred from Library Reference to the Document Division in
November 1965, and the activity was renamed the Intellofax Reference
Service (IRS) with the transfer of one slot from the Library. CCR
Instruction 1-3, dated 19 October, gave the reason for the change:
"This change places both indexing and retrieval of collateral
documents under single management and represents pre-CHIVE planning
designed to ease the transition into the computer-backed reference
world." It took 18 years to achieve an ever-hoped-for goal on the
part of the document classifiers- to put input and output together!

Two mammoth machine runs in the summer of 1966 taxed
the resources of the three divisions involved in the Intellofax System.
OSI's request for a machine run for the purpose of updating Section 43 of
various NIS areas resulted in 9,953 references. The Circulation Branch
agreed it would print documents up through eight pages, the contents of
one aperture card, without viewing. The OSI requester agreed to view all
large reports before they were reproduced. During this elephantine task,

CCR Instruction CR-1-3 "Intellofax Reference Service" 19 October 1965
(in Chrono July-Dec 65   71-21)

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another request of similar magnitude was received from ORR. This request resulted in 7,645 references. The requester agreed to the same restrictions as OSI, and the Library reproduced 100 documents for him each day. This number was increased after the completion of the OSI project. Results: two satisfied but rather overwhelmed customers.

The Future of the Library

In a memo commenting on CIA Library cost reduction goals, Walter Pforzheimer, HIC Curator who was Acting Librarian for a few months in 1965 until ▆▆▆▆ [25X1A9a] returned from London, wrote:

> Personnelwise the Library is at rock-bottom. Nothing significant can be cut from any Object Class without detriment to, or even outright denial of, service in certain areas, particularly document delivery. We have no low-priority activities to eliminate. [79]

▆▆▆▆ [25X1A9a], returning from a 2-year tour of duty in ▆▆▆▆ [25X1A6a] to resume his duties as CIA Librarian in October 1965, found a greatly weakened Library in terms of strength and stature. The Acquisitions Branch, which had been part of the Library since 1953, had been transferred to IDD in April 1965 (FDD had been part of OCR since 27 December 1963.) ▆▆▆▆ [25X1A9a] became concerned with the lack of a delineation of any meaningful role for that part of OCR referred to in the OCR Five-Year Plan, 16 March 1966, as the "non-CHIVE Library." He felt that a few lines on the Library were necessary, otherwise the "Library's bare bones are fair game for further paring." He continued with almost a plea:

[79] Memo from Acting CIA Librarian to D/CR "CIA Library Cost Reduction Goals" 21 July 1965, SECRET (in Library Org & Mgt 1965 67-515/2)
[80] Memo from CIA Librarian to D/CR "OCR's Five Year Plan" 24 March 1966 Administrative Internal Use Only (in Library Org & Mgt 1966 68-487/2)

.The Plan highlights the "exploitation" of open
literature through the services provided by translation,
dissemination and its subsequent retrievability
in the CHIVE mechanism. The Plan does not acknowledge
that such open literature may also be available
in book or periodical form in the CIA Library ...
The Library's daily role, which it refuses to
call "exploitation", in aiding less demanding
requesters responds to about 1000 reference requests
per month, to say nothing of the Library materials
which the requesters find by themselves in the Library.
To have essential Library service available takes
high caliber people- cataloging, circulation, and
reference- to keep available a current vibrant collection.
They are as important to the program for making open
literature available as the translators and/or mech-
anized equipment... There are many facets in the
OCR blueprint for the future where the CIA Library has
important contributions to make. It offers its
capabilities as a member of this partnership to
help the plans achieve fruition."

Many of the plans for reorganization of OCR included

curtailment of Library services with the threat of cutting back

the existing reference, periodical, selection and cataloging

services to a minimum level. Fortunately, ~~none of~~ this *did not*

occur~~red~~ in the September 1967 reorganization. **25X1A9a**

~~Special Assistant in the D/CR's office, was appointed~~
from **25X1A9a**
~~Acting CIA Librarian and served until~~

~~transferred from OCI to become the~~ ~~Librarian in the new era.~~
to be
Originally slated   Special Assistant to the Chief, Information
25X1A9a
Services Group in the reorganized OCR, **[redacted]** became

attached to the Agency Retirement Board. **25X1A9a**

Special Assistant in the D/CR's office, was appointed

Acting CIA Librarian and served from July 1967 until
25X1A9a   early in 1968
[redacted] transferred from OCI to become the Librarian in the
∧
new era.

OCR Instruction CR 1-6 ~~7 July 1967~~ "Reorganization of OCR"